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ABSTRACT

A report on the detaile d policies for selecting administrative personnel for the Shasta Community College District is presented. It includes a discussion of the policy used in selecting: (1) chief administrative officers; (2) deans of business services, instruction, evening division, guidance, admissions and research, and student services and activities; (3) assistant deans of student services and activities; and (4) associate deans of instruction and evening division. The method of choosing candidates involves trustees, administrators, instructors, students, and classified employees. Use of these participants in the selection process is covered under five subpolicies. (AL)

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POLICY ON THE SELECTION OF ADMINISTRATIVE PERSONNEL

JC 720 013

Shasta College
Redding, California
1971

UNIVERSITY OF CALIF.
LOS ANGELES

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CLEARINGHOUSE FOR
JUNIOR COLLEGE
INFORMATION

Article 1:06 POLICY ON SELECTION OF ADMINISTRATIVE PERSONNEL

GENERAL INTRODUCTION

At the present time the Shasta-Tehama-Trinity Joint Community College District has the following full-time administrative personnel by titles:

District Superintendent-President
Assistant Superintendent-Vice-President
Dean of Business Services
Dean of Guidance, Admissions, and Research
Dean of Instruction
Dean of Evening Division and Special Education
Dean of Student Services and Activities
Associate Dean of Instruction
Associate Dean of Evening Division and Special Education
Assistant Dean of Student Services and Activities
(Dean of Women)

There shall be the following policy levels in the selection of administrative personnel:

A. Chief Administrative Officers

This will include the District Superintendent-President and Assistant Superintendent-Vice-President.

These personnel will be chosen under Policy A. It will involve administrators, teachers, classified personnel, division chairman, and students. In the case of the District Superintendent, it may include an additional screening process.

B. Dean of Business Services

He will be chosen under Policy B. Under this policy, an applicant will be recommended for appointment by the District Superintendent. An interviewing committee of two administrators, two teachers, two classified employees, and one division chairman will assist the District Superintendent in interviewing applicants.

C. Dean of Instruction and Dean of the Evening Division

These personnel will be selected by Policy C. Under this policy, the process will involve administrators, teachers, a division chairman, and students (day and evening).

D. Dean of Guidance, Admissions, and Research; Dean of Student Services and Activities; and Assistant Dean of Student Services and Activities

These personnel will be chosen in accordance with policy D. This process will involve administrators, teachers, division chairmen, and students.

E. Associate Dean of Instruction and Associate Dean of the Evening Division

These personnel will be chosen by Policy E. Under it, they will be recommended for appointment by the District Superintendent after consultation with the dean in the respective area. Applications will be accepted over a period of at least one month after the vacancy is announced. The amount of advertising for the position will be set by the District Superintendent in each case and approved by the Board of Trustees.

In choosing representatives for committees, the general provision will be that representatives of the group involved will be appointed by the chairman or executive officer of the group; i.e., for the trustees, President of the Board; for the teachers, President of the Faculty Association; for the students, President of the A.S.S.C.; for the classified employees, President C.S.E.A.; for the administrators, the District Superintendent-President. For the division chairmen, representatives will be chosen by the group in a regular meeting where all divisions are represented. If lay people are to serve, they will be nominated by the Board of Trustees. In the case of the Evening Division, the student representative will be one who attends evening classes. The naming of administrators as members of screening and interviewing committees is intended to mean administrators serving more than 50% of their time as an administrator and also is intended to exclude the Superintendent-President as being considered as one of the administrators.

It shall be general policy that where a trustee who is designated can not attend, the District Superintendent will endeavor to obtain another trustee to take his place, after consulting with the Board President or Vice President.

In general, voting will be by secret ballot and deliberations kept confidential. Participating members of the committee may, however, report in executive session to the officers of the organizations they represent. Such reports to the organizations must not contain references to specific conversations or confidential information. "Executive session" should be interpreted as meaning the elected officers of the organization meeting in a special executive board meeting. Everyone

who attends these special executive sessions must accept his professional responsibility of concealing confidential information.

It is understood that screening and interview meetings are open to additional trustee attendance wherein they find it possible to attend.

The procedures set up in this policy may be modified by the Board of Trustees in accordance with conditions that exist at that time. It is understood that it may be necessary in an emergency for the Administration to recommend, and the Board to approve, an interim appointment to any one of the administrative positions covered in this policy.

When a committee (either screening or interviewing) agrees there are no applicants it can recommend to the next step in the procedure, it may make no recommendations and request the District Superintendent or the Board to reinstitute the procedure at an earlier step by obtaining more applicants to screen or to interview.

POLICY A - CHIEF ADMINISTRATIVE OFFICERS

Under the policy for the selection of chief administrative officers, the following steps will be followed. Certain portions may be omitted or modified when the Assistant Superintendent-Vice President is being selected. In general, this will mean that no independent consultant will be employed and that Step I will be abbreviated.

Step I. Establishing Job Specifications and Qualifications

It is assumed that at the time of selection of chief administrative personnel, it is good procedure to review job specifications and qualifications.

The preparation of job specifications and qualifications for a chief administrator shall be under the direction of an independent consultant or consultants recommended by the District Superintendent-President and approved by the Board of Trustees.

Preliminary specifications and qualifications are to be prepared by the District Superintendent, after consulting with representatives of groups such as teachers, administrators, division chairmen, classified employees, and students and shall be made available to the consultant prior to his arrival. After interviewing representatives of the above groups, he shall furnish his list of specifications and qualifications to the District Superintendent-President.

Step II. Advertising the Position

A brochure will be prepared giving the job specifications and other information pertaining to the College and the District. The deadline for receiving applications and approximate interview dates will be included and the brochure material will be approved by the Board of Trustees. It is desired that at least six weeks prior to the deadline for applications this brochure will be circulated to agencies, associations, and other institutions.

Step III. Preliminary screening of the Applications

The applications will be read by a Screening Committee in order to select top candidates. Depending on the number of candidates, 5 to 25 will be selected for interviewing and the Committee will devise its own method of operating at the first meeting of the Committee. In general, all applications favored by at least two persons will be retained unless the total number would then exceed 25. In this case, an elimination process will be devised by the group to accomplish this purpose. The District Superintendent will serve as consultant to the Screening Committee. The members of this Screening Committee will be: outside consultants and/or lay people, two administrators, one division chairman, two teachers, two classified employees, and one student. An outside consultant shall serve as voting chairman of this group.

While all applications will be retained for future reference, those not selected will be notified that they are not on the recommended list.

Step IV. Interviewing the Applicants Selected in Preliminary Screening

The 5-25 applicants will be given interviews - probably in two sessions (possibly three) - by an Interviewing Team. The Team will devise a process to score the applicants so as to result in 3-10 candidates being recommended to the Board of Trustees. In general, any candidate favored for recommendation by half of the Interview Team would be recommended. If this results in too many candidates, the team will develop an elimination process to reduce the list to the 3-10 range. No list of applicants in order of preference will be submitted to the Board of Trustees, but any individual comments desired by a Team member

will be included with the recommended list. Ballots showing ratings and comments will be signed by committee members and made available to the Board.

The Team members will include: two trustees, two teachers, two administrators, one division chairman, two classified employees, and one student. An outside consultant shall serve as a voting chairman of this group.

Step V. Board Selection Process and Appointment

1. The Board will meet in Executive Session to consider the recommended 3-10 candidates. They will decide on the ones they wish to interview further. At this point they may include additional candidates for consideration if a majority of the Board so desires.

2. The Board will establish a date for interviews with those selected. Interviews will be held at one session if possible and the top two or three selected for final consideration.

3. A Committee of the Board will conduct any desired follow-up of these candidates in the communities where they are working or have worked. The Board may utilize any other college personnel or consultants to assist in this process as it desires.

4. The Board will meet in Executive Session to make its final selection. It will then negotiate the desired contract with the selected person before acting in the regular meeting to make the appointment.

5. The Board will act in regular meeting to make the appointment.

Should the Board not find a satisfactory person in the group that is recommended, the Board may start the above procedure over at any stage in order to obtain additional recommendations.

POLICY B - DEAN OF BUSINESS SERVICES

Step I. Advertising the Position

It is assumed that the specifications on this job will remain fairly constant. A brochure will be prepared describing the job, the College, and the District; and listing the specifications and qualifications. It will be prepared by the District Superintendent-President and approved by the Board of Trustees. The job will be advertised as broadly as seems desirable to obtain a number of applicants.

Step II. Preliminary Screening of the Applications

The applications will be screened under the direction of the District Superintendent who will serve as a non-voting chairman of the Screening Committee and the Interviewing Committee. He will also see that applicants meet the specifications listed.

The committee shall consist of two administrators, two teachers, two classified employees, one division chairman, one student, and one trustee will review the applications.

The committee may elect to solicit applications, screen and interview present members of the Shasta College staff, and may, if it meets unanimous agreement, recommend one or more of these applicants to the Superintendent for consideration. If the committee decides there is not at least one applicant to recommend under this option, it would continue with the procedure as described and include the local candidates with the others, resulting from the general advertising of the position. If the Superintendent and the Board accept one of the local candidates for the position, the work of the committee would end. If either the Superintendent or the Board do not accept one of the local applicants the committee would continue to operate, following the remaining steps of the policy.

The committee will devise a procedure to reduce the applicants to the desired number.

Step III. Interviewing the Applicants Selected in Preliminary Screening

The applicants will be interviewed by a committee composed of the persons listed below. In each case, the District Superintendent will serve on the committee.

A committee of two administrators, two teachers, two classified employees, one division chairman, one student, and one trustee will recommend 2-7 of the applicants to the District Superintendent-President. It will devise its own scoring system in order to arrive at the 2-7 to be recommended, but will not give any order of rank in its recommendations.

Step IV. Selection Process and Appointment

The District Superintendent-President will conduct any further check on the recommended persons, using

any assistance he desires. If he finds one of the above persons satisfactory he will make his recommendation to the Board in Executive Session. If desired, the Board may request an interview of the person at the Executive Session. If he does not find one who is satisfactory he requests further recommendations. Final approval is by the Board in an open meeting.

POLICY C - DEAN OF INSTRUCTION AND DEAN OF EVENING DIVISION

Step I. Establishing Job Specifications and Qualifications

A statement of job specifications and qualifications will be prepared under the direction of the District Superintendent-President. He shall encourage any of the groups - namely, administrators, teachers, division chairmen, and students - to make suggestions and to have a representative of each group attend a meeting to finalize the statement.

Step II. Advertising the Position

A brochure describing the position, the College, and the District will be prepared for circulation under the direction of the District Superintendent-President. The brochure will be approved by the Board of Trustees and will be circulated so as to obtain necessary applications.

Step III. Preliminary Screening of the Applications

The applications will be screened under the direction of the District Superintendent-President to see that applicants qualify. In order to screen applicants to 5-12 the following procedure will be followed. The District Superintendent will serve as a non-voting member of the Committee.

The committee should consist of two administrators, two teachers, one division chairman, two students, and one trustee will be set up and will review the applications.

The committee may elect to solicit applications, screen and interview present members of the Shasta College staff, and may, if it meets unanimous agreement, recommend one or more of these applicants to the Superintendent for consideration. If the committee decides there is not at least one applicant to recommend under this option, it would continue with the procedure as described and include the local candidates with the others, resulting from

the general advertising of the position. If the Superintendent and the Board accept one of the local candidates for the position, the work of the committee would end. If either the Superintendent or the Board do not accept one of the local applicants the committee would continue to operate, following the remaining steps of the policy.

Step IV. Interviewing the Applicants Selected in Preliminary Screening

The applicants selected will be interviewed by a committee composed of the persons listed below. In each case, the District Superintendent-President will be on the committee. The committee will recommend 2-7 of the applicants to the District Superintendent-President. It will devise its own scoring system in order to arrive at the 2-7 to be recommended, but will not list the applicants in any order of preference.

The team members will include: two administrators, two teachers, one division chairman, two students, and one trustee.

Step V. Selection Process and Appointment

The District Superintendent-President will conduct any further check on the recommended applicants. He may request assistance from members of any of the groups involved in the policy. If he finds one of the applicants satisfactory, he makes his recommendation to the Board in Executive Session, at which time the candidate may be interviewed. If he finds none of the applicants satisfactory, he requests further recommendations. Final approval of the appointment is by the Board of Trustees in open meeting.

POLICY D - DEAN OF GUIDANCE, ADMISSIONS, AND RESEARCH; DEAN OF STUDENT SERVICES AND ACTIVITIES; AND ASSISTANT DEAN OF STUDENT SERVICES AND ACTIVITIES

Step I. Establishing the Job Specifications and Qualifications

A statement of job specifications and qualifications will be prepared under the direction of the District Superintendent-President. He will encourage any of the group - namely, administrators, teachers, and students - to make suggestions and to be represented in a meeting to finalize such a statement.

Step II. Advertising the Position

A brochure describing the position, the College, and the District will be prepared for circulation under the direction of the District Superintendent-President. It will be circulated so as to obtain necessary applications. The brochure will be approved by the Board of Trustees.

Step III. Preliminary Screening of Applications

The applications will be screened under the direction of the District Superintendent-President to see that applicants qualify. In order to screen applicants to about 5-12 persons, the following procedures will be followed. The District Superintendent-President will serve as a non-voting member of the committee in all cases.

In the case of the Assistant Dean of Student Services and Activities, a committee will be set up consisting of two administrators, two teachers, two students, and one trustee, if desired by the Board.

In the case of the Dean of Guidance, Admissions, and Research and the dean of Student Services and Activities, a committee composed of two administrators, two teachers, one division chairman, two students, one classified employee, and one trustee will be set up to serve as a screening committee.

In each case the Committee may elect to solicit applications, screen and interview present members of the Shasta College staff, and may, if it meets unanimous agreement, recommend one or more of these applicants to the Superintendent for consideration. If the committee decides there is not at least one applicant to recommend under this option, it would continue with the procedure as described and include the local candidates with the others, resulting from the general advertising of the position. If the Superintendent and the Board accept one of the local candidates for the position, the work of the committee would end. If either the Superintendent or the Board do not accept one of the local applicants, the committee would continue to operate, following the remaining steps of the policy.

Step IV. Interviewing the Applicants Selected in the Preliminary Screening

The applicants selected in the preliminary screening

will be interviewed by a committee of the persons listed above. In each case, the District Superintendent-President will be on the committee. The committee will recommend 2-7 of the applicants to the District Superintendent-President.

In the case of the Dean of Guidance, Admissions, and Research and the Dean of Student Services and Activities, he will seek any assistance he desires from groups involved in the Policy and will then make his recommendation.

In the case of the Assistant Dean of Student Services and Activities, the District Superintendent-President will consult with the Dean of Student Services and Activities and will make a recommendation to the Board.

The committee will devise its own scoring system so as to make this recommendation to the District Superintendent-President with no order of preference shown.

Step V. Selection Process and Appointment

The District Superintendent-President will conduct any further check of applicants.

In the case of the Dean of Student Services and Activities, he will seek any assistance he desires from groups involved in the Policy - and will make his recommendations to the Board in Executive Session. The person may be interviewed by the Board in the Executive Session. Final approval of the appointment will be by the Board of Trustees in open meeting.

In the case of the Assistant Dean of Student Services and Activities, he will consult with the Dean of Student Services and Activities and will make a recommendation to the Board in Executive Session. The person may be interviewed by the Board in the Executive Session. Final approval of the appointment will be by the Board of Trustees in open meeting.

POLICY E - ASSOCIATE DEAN OF INSTRUCTION AND ASSOCIATE DEAN OF EVENING DIVISION

The positions of Associate Dean of Instruction and Associate Dean of Evening Division will be filled in accordance with the statement on page 3, paragraph E. The positions will be advertised so as to acquaint personnel of the Shasta-Tehama-Trinity Joint Commun-

ity College District with the vacancy and applications accepted from outside the district, as seems desirable in each individual case.

Any of the above Policy may be modified by the Board at its discretion.

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